

OTR 76-6913

30 Dec 76

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Personnel Development/Training

REFERENCE : Memo from DBA to DDCI, dated  
1 November 1976, Same Subject

1. The referent memorandum was forwarded to you in response to an action item arising out of the 1978 Program Review. In that memorandum, I promised to explore and prepare recommendations on additional ways to encourage the maintenance and enhancement of the proficiency of Agency professional employees. At this time we would like to share our early thoughts with you and offer a recommendation for further study.

2. We believe there are five areas which offer potential for maintenance of the professional qualifications of Agency professional personnel:

a. Formal Training (OTR, Component, and External).  
The key here would probably be some type of control to ensure that professionals, particularly more senior ones, receive formal updating in the substance of their professions on a regular basis. An extension of the DBA Senior Executive Management Proficiency (SEMP) program concept to the whole Agency deserves examination. I believe that periodic goals must be set for proficiency maintenance; otherwise, there will be the normal tendency to slough off the requirement.

b. Participation in Professional Gatherings. Of significance is the periodic notification to professionals of conferences and seminars of both general and specific interest. Some information on professional meetings is provided to the Office of Training who disseminates it to training officers, but there is no centralization of the notification function, nor in fact a central repository in the Agency for collection of all information in this area.

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c. Individual Professional Contacts. On a limited basis, people-to-people visitations by Agency professionals to those with similar professional interests in both the public and private sectors might have some merit. We would, of course, have to be mindful of the limitations of E.O. 11905, but we believe that the professional contact approach should be pursued and perhaps tried on an experimental basis.

d. Inter- and Intra-Directorate Professional Rotations. As you are aware, we have begun a senior-level rotation program on a limited scale within the DDA to provide selected professional employees with challenging assignments in other DDA offices. We feel this would create a new experimental dimension for most professional employees--particularly those with generalist backgrounds. Accordingly, an Agency-wide program of professional rotations should be considered. Perhaps there is even room for those with technical skills, say in engineering, to rotate across Directorate lines--Office of Communications engineers to the DDSST and so forth. We would like to complete the initial assessment of our DDA program (assessment begins three months after the rotatee has been in the job and includes an interview with me) before presenting a formal proposal to you on this subject.

e. Self-Help. While we feel that more publicity might attract additional customers to the OTR Media Center, publicity alone will not suffice, just as increased publicity about new acquisitions in the libraries will not motivate increased use. I feel we must find ways to motivate professionals to seek self-help and intend to pursue this point within the Directorate of Administration.

3. We believe there has to be a systematic way to ensure continuing professionalization of our employees and that the five areas discussed above could be the elements of a systematic

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approach. With your general concurrence, I would like to task the Office of Training (Center for the Study of Intelligence) to form a discussion group to more fully define the scope of the problem and to explore specific techniques to incorporate the above areas of proficiency enhancement.

4. I welcome your comments.

[Redacted Signature Box]

*for* John F. Blake

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ORIGINATOR:

Harry E. Fitzwater  
Director of Training

29 DEC 1976

Date